

# Global Challenge in the Building Materials Segment:

Building Efficiently and Ecologically

## Our World



### The Facts:

- The average person spends 90% of his or her time in enclosed spaces.
- The air pollution indoors can be up to 50 times higher than outside.
- Construction is changing – worldwide there is a stronger tendency towards energy-efficient and sustainable building.

### BayWa's Role:

- Increasing quality of life
- Offering a complete product line for new construction, renovation and modernisation to achieve energy-efficient and sustainable solutions
- Supporting innovative research projects such as the Effizienzhaus Plus (energy-efficient house) in Burghausen, Germany

# Building Materials Segment

More Than Just Building Materials

## Our Business in 2012

€1.7 bn Revenues 4,868 Employees 17% of Group Revenues



- Selling and supplying **building materials of all kinds** to commercial and private customers
- Finding **qualified** craft businesses and taking over construction site logistics
- Supplying **system solutions** such as full facades
- Additional services such as funding and energy consultation
- **Construction activities** through own building services engineering
- Supervision and support of **franchise partners** in Germany and abroad

## Building Materials

- |                     |                                 |                               |
|---------------------|---------------------------------|-------------------------------|
| – Civil engineering | – Construction                  | – Energy-efficient building   |
| – Extensions        | – Building services engineering | – Associated services         |
| – Roofing           | – Photovoltaic solutions        | – Healthy-living construction |

# Building Materials Segment

## Building Materials

### Our Success



- **Second-largest** building materials trader in Germany
- **275** locations in Germany and Austria
- Highly qualified specialists: **100+** trained **energy consultants**
- Efficiency: over **2,000 truck deliveries** per day, on average
- More than **290,000** satisfied **customers**

# Global Challenge:

## Doing Business Sustainably

### Our World



#### The Facts:

- Economic success is only possible on a long-term basis if companies take responsibility for the effects that their businesses have on society and the environment.

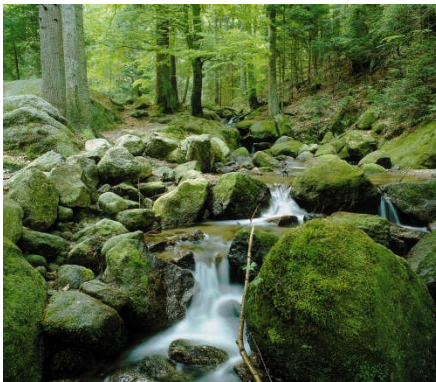
#### BayWa's Role:

- Taking sustainable aspects into account in terms of its value chain, products and services.
- Using resources responsibly.
- Establishing ecological guidelines and developing logistic structures to protect the environment.
- Taking responsibility for the well-being of employees.
- Engaging in society.

# Sustainability at BayWa

## Trade Throughout the Generations

### Our Strategic Scopes of Activity



#### Environment/Climate

- Recycling of packing materials
- Introduction of green electricity in our offices
- Ongoing improvement of our carbon footprint
- Sustainable and organic products
- BayWa r.e. renewable energy GmbH products
- Healthy-living construction



#### Employees

- Supporting training and further education
- Large variety of health programmes
- Health seminars
- Childcare allowances and flexible work schedules



#### Quality of Life

- BayWa Foundation
- Sponsoring Special Olympics, youth sports programmes and FC Bayern Basketball, etc.
- Grants for students



#### Market

- Establishment of an effective risk management system
- Establishment of a Code of Conduct
- Certified quality management system
- Supporting the local economy

# Outlook

## Corporate Goals

### Our Future



#### Ensuring Independence

- Preserving shareholders' interests: BayWa should remain a worthwhile investment for its shareholders in the years to come and beyond
- Ensuring appealing returns

#### Ensuring Sustainability

- Profitable and sustainable business in the long term in all current and new fields

#### Responsible Corporate Conduct

- Being a trustworthy partner for employees, customers, relevant stakeholders and society in harmony with the principles of the company mission

# Contact

**BayWa AG**  
**Arabellastraße 4**  
**81925 Munich**  
**Germany**

**Telephone: +49 (0)89 9222-0**  
**Fax: +49 (0)89 9222-3448**

**[www.baywa.com](http://www.baywa.com)**

**BayWa**



# Appendix: Strategically Relevant Affiliated Companies

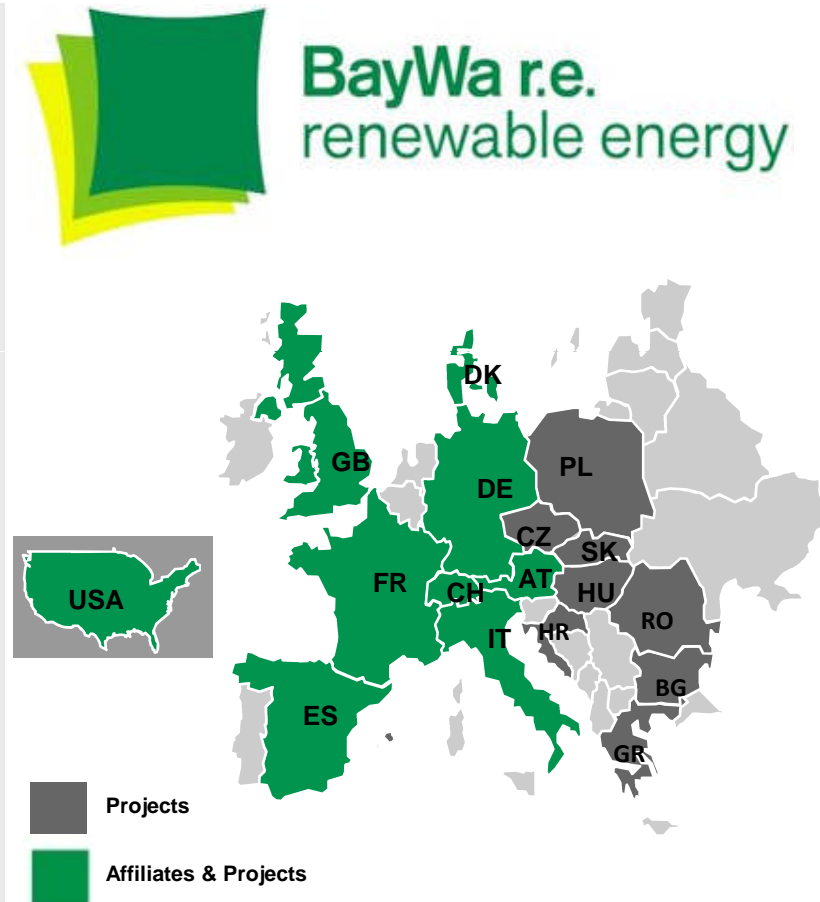
## Affiliates

BayWa r.e. renewable energy

### Our Growth

<b>Company:</b>	BayWa r.e. renewable energy
<b>Headquarters:</b>	Munich, Germany
<b>Revenues:</b>	ca. EUR 441 m
<b>Employees:</b>	approx. 600
<b>BayWa stake:</b>	100%
<b>Locations:</b>	Austria, Bulgaria, Croatia, Czech Republic, Denmark, France, Germany, Greece, Hungary, Italy, Poland, Romania, Slovakia, Spain, Switzerland, UK, USA
<b>Business fields:</b>	Wind, solar, biomass, geothermal
<b>Founded:</b>	2009

**Company purpose:** Project planning, trade and services in the renewable energies sector



## Affiliates

Cefetra B.V.

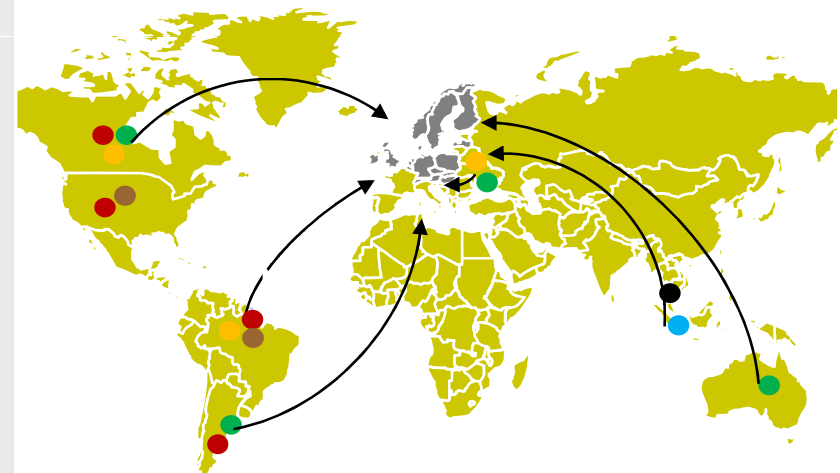
### Our Growth

**Company:** Cefetra B.V.  
**Headquarters:** Rotterdam, The Netherlands  
**Revenues:** ca. EUR 4.6 bn  
**Employees:** approx. 210  
**BayWa stake:** 100%  
**Port locations:** Belgium, France, Germany, Hungary, The Netherlands, Poland, Romania, Slovenia, UK

**Turnover:** approx. 20 million tonnes of agricultural commodities  
**Main customer:** Feed industry (95% of turnover)  
**Consolidated:** since Q1 2013

**Company purpose:** International trade in agricultural commodities

# Cefetra



● Grain (38%)  
● Soya (36%)  
● Rapeseed  
● Citrus Purée  
● Oil Cake  
● Tapioca

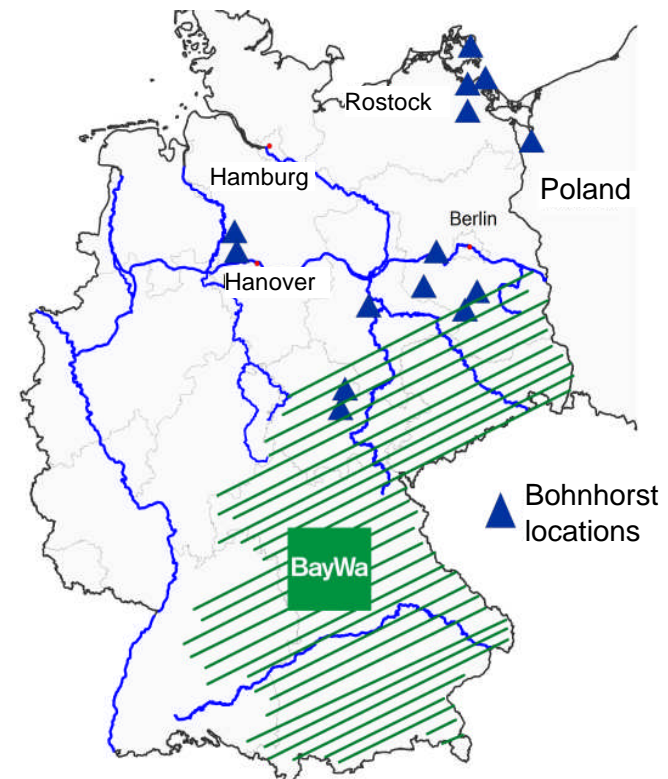
## Affiliates

### Bohnhorst Agrarhandel GmbH

#### Our Growth

<b>Company:</b>	Bohnhorst Agrarhandel GmbH
<b>Headquarters:</b>	Steimbke, Germany
<b>Revenues:</b>	ca. EUR 470 m
<b>Employees:</b>	approx. 213
<b>BayWa stake:</b>	60%
<b>Port locations:</b>	Seaports in Mukran and Vierow; inland ports on the Weser and Midland Canal
<b>Business regions:</b>	Northeastern Germany and Poland
<b>Storage capacity:</b>	approx. 250,000 tonnes
<b>Consolidated:</b>	since Q2 2013

**Company purpose:** Agricultural trader with international activities



## Affiliates

### Turners & Growers Ltd.

#### Our Growth

<b>Company:</b>	Turners & Growers Ltd.
<b>Headquarters:</b>	Auckland, New Zealand
<b>Revenues:</b>	ca. EUR 420 m
<b>Employees:</b>	approx. 1,400
<b>BayWa stake:</b>	73%
<b>Locations:</b>	Australia, Belgium, Canada, Chile, China, Fiji, France, New Zealand, Peru, South Africa, UK, USA
<b>Main products:</b>	Apples, kiwis, tomatoes, citrus fruits
<b>Consolidated:</b>	since April 2012
<b>Company purpose:</b>	International fruit trade



## Affiliates

### RWA Raiffeisen Ware Austria AG

#### Our Growth

<b>Company:</b>	RWA Raiffeisen Ware Austria AG
<b>Headquarters:</b>	Vienna, Austria
<b>Revenues:</b>	ca. EUR 2.6 bn
<b>Employees:</b>	approx. 1,700
<b>BayWa stake:</b>	50% + 1 share
<b>Locations:</b>	890
<b>Business areas:</b>	Agriculture, Agricultural Equipment, Building Materials, DIY & Garden Centres, Energy
<b>Consolidated:</b>	since 1999
<b>Company purpose:</b>	Wholesale and service activities for the Lagerhaus cooperatives in Austria



## Affiliates

### „Unser Lagerhaus“ WHG mbH

#### Our Growth

<b>Company:</b>	„Unser Lagerhaus“ WHG mbH
<b>Headquarters:</b>	Klagenfurt, Austria
<b>Revenues:</b>	ca. EUR 568 m
<b>Employees:</b>	approx. 950
<b>BayWa stake:</b>	51.27%
<b>Locations:</b>	118
<b>Business areas:</b>	Agriculture, Agricultural Equipment, Energy, DIY & Garden Centers, Building Materials
<b>Consolidated:</b>	since 1995
<b>Company purpose:</b> Wholesale and retail activities for the Lagerhaus cooperatives in Austria	



BayWa

## Affiliates

### BayWa Vorarlberg HandelsGmbH

#### Our Growth

<b>Company:</b>	BayWa Vorarlberg HandelsGmbH
<b>Headquarters:</b>	Lauterach, Austria
<b>Revenues:</b>	ca. EUR 84 m
<b>Employees:</b>	approx. 175
<b>BayWa stake:</b>	51%
<b>Business areas:</b>	Agricultural products, everyday products, building materials, petroleum products, farming and municipal machinery plus repairs and services
<b>Founded:</b>	1995
<b>Company purpose:</b>	Wholesale and retail in Austria

BayWa  
Vorarlberg HandelsGmbH

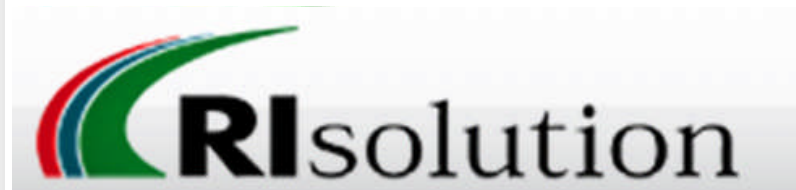


## Affiliates

### RI Solution GmbH

#### Our Growth

<b>Company:</b>	RI Solution GmbH
<b>Headquarters:</b>	Munich, Germany
<b>Revenues:</b>	ca. EUR 58 m
<b>Employees:</b>	approx. 240
<b>BayWa stake:</b>	89.66%
<b>Business areas:</b>	IT consulting, IT project planning, IT development and implementation, rollout, operation and maintenance of software solutions, strategic hardware and software purchasing
<b>Founded:</b>	2002
<b>Company purpose:</b>	Project planning, implementation, installation, operation and support of highly diverse application solutions



The BayWa logo consists of a solid green square with the word "BayWa" written in white, bold, sans-serif capital letters.

# Appendix: Group Financials

# Group Financials

## Income Statement

### Our Business in 2012

in EUR m	2008	2009	2010	2011	2012	Δ11/12 (%)
Revenues	8,794.6	7,260.2	7,903.0	9,585.7	<b>10,531.1</b>	9.9%
EBITDA	258.1	209.7	228.2	251.3	<b>306.6</b>	22.0%
% of revenues	2.9%	2.9%	2.9%	2.6%	2.9%	
EBIT	161.9	115.4	128.9	149.2	<b>186.8</b>	25.2%
% of revenues	1.8%	1.6%	1.6%	1.6%	1.8%	
EBT	103.5	75.1	87.1	95.4	<b>122.6</b>	28.5%
% of revenues	1.2%	1.0%	1.1%	1.0%	1.2%	
Consolidated net income	76.7	59.4	66.8	68.1	<b>118.0</b>	73.3%
Tax rate	25.9%	20.9%	23.3%	28.6%	3.8%	
Share of minority interest	18.4	14.3	16.4	17.6	<b>21.3</b>	21.0%
as % of net income	24.0%	24.1%	24.6%	25.8%	18.1%	
Share of owners of parent company	58.3	45.0	50.4	50.5	<b>96.7</b>	91.5%
as % of net income	76.0%	75.8%	75.4%	74.2%	81.9%	
Earnings per share (EPS) in EUR	1.72	1.33	1.48	1.48	<b>2.82</b>	86.7%

# Group Financials

## Balance Sheet

### Our Business in 2012

in EUR m	2008	2009	2010	2011	2012	Δ11/12 (%)
Total assets	3,065.8	2,939.3	3,260.3	3,922.0	<b>4,457.4</b>	13.7%
Equity	915.1	957.5	987.7	1,045.2	<b>1,085.1</b>	3.8%
<i>Equity ratio</i>	29.8%	32.6%	30.3%	26.6%	24.3%*	

in EUR m	2008	2009	2010	2011	2012	Δ11/12 (%)
Non-current assets	1,305.6	1,427.2	1,434.4	1,623.4	<b>1,780.5</b>	9.7%
Current assets	1,755.5	1,507.4	1,776.8	2,039.8	<b>2,444.4</b>	19.8%
Provisions	603.5	590.7	620.4	639.9	<b>774.2</b>	21.0%
Financial liabilities	779.9	664.6	806.8	1,147.7	<b>1,534.8</b>	33.7%

\* Adjusted for the reserve formed for actuarial losses in the measurement of pension provisions (revised IAS 19) the equity ratio amounts to 27.1%

# Group Financials

## Cash Flow Statement

### Our Business in 2012

in EUR m	2008	2009	2010	2011	2012	Δ11/12 (%)
Consolidated net income	76.7	59.4	66.8	68.1	<b>118.0</b>	73.3%
Cash flow from operating activities	215.5	243.9	-9.4	-27.5	<b>150.0</b>	> 100%
Cash flow from investing activities	-143.9	-127.5	-113.5	-222.6	<b>-193.6</b>	13.0%
Cash flow from financing activities	-73.5	-112.8	131.6	273.9	<b>37.4</b>	-86.3%
Cash & cash equivalents at the start of the period	18.0	16.1	19.7	28.2	<b>87.0</b>	> 100%
Cash & cash equivalents at the end of the period	16.1	19.7	28.2	87.0	<b>83.2</b>	-4.4%